

# **ARIZONA DEPARTMENT OF TRANSPORTATION**

## **VALUE ANALYSIS PROGRAM**

### **PROJECT MANAGER'S GUIDE**

#### **INTRODUCTION**

This brief guide is intended for ADOT and Consultant Project Managers whose projects are scheduled for a value study in the near future. It attempts to clarify the Project Manager's responsibilities regarding the study.

All contact prior to, and after, the study will be between the Project Manager and Value Analysis Section only (no contact with members of the Value Study teams). Contact during the study will be handled on a case by case basis, set up during the Design Presentation.

When the project is consultant-designed, the Value Analysis Section will contact the Consultant directly. Prior to this occurring the Value Analysis Section will notify the ADOT Project Manager.

#### **PROJECT SELECTION**

It is important for ADOT and Consultant design staffs to understand that projects are selected for Value Analysis on their own merits, irrespective of who is designing them. Value Analysis is not "Design Review" or "Peer Review"! For more information about project selection, please refer to our Policy and Procedures documents, available from the Value Engineer.

## **CONSULTANT SCOPE OF WORK**

The generic scope-of-work for consultant projects contains a “boilerplate” section on value analysis. This guide will supplement the information contained in the scope. For some projects, a special value analysis section may be included in the scope.

## **VALUE STUDY SCOPE**

The ideal situation for a value study is when the entire project is open for analysis by the team. Accordingly, we assume that each new study is unconstrained unless otherwise stipulated. It is the ADOT Project Manager’s responsibility to obtain approval from the Group Manager and the Deputy State Engineer for Development for any constraints which are required. A description of the approved constraints should then be sent to the VA Section, and the team will be advised accordingly. Otherwise, the team will be constrained only by the applicable AASHTO and ADOT standards, good engineering judgment, and a consideration of life-cycle costs.

## **TEAM COMPOSITION**

The VA Section is responsible for assembling the value team. The Project Manager is encouraged however, to offer suggestions as to disciplines or individuals. A representative of the project development team is encouraged to participate in the value study.

## **PREPARATION**

The VA Section will contact the Project Manager to discuss the documents required for the study. Each study is different, but as a general rule the following documents are needed:

- 5-9 Half-size sets of plans, (one for each team member)
- 2 Set of cross-sections
- 1 Copy of latest Cost Estimate

- 2 Copies of all studies & reports (Traffic, Drainage, Structures, etc.).
- 1 Videotape and/or set of photographs, if available.
- 1 Aerial photograph, if available.
- 1 Set of Special Provisions, if available.
- 1 Graphics, as may be available. (Mounted, colored plans, etc.).

The VA Section is responsible for arranging an appropriate location for the study. For consultant-designed projects, a request to use the consultant's conference room may be made. This has proven to be very convenient for both the Consultant and the team, but is not mandatory.

## **DESIGN PRESENTATION**

At the start of each study, at which time the designer conducts a brief presentation of the project. Depending on the complexity of the project, one to two hours is usually sufficient for this process. The ADOT Project Manager is responsible for determining who will conduct the presentation, and scheduling it accordingly.

## **VA TEAM PRESENTATION**

### **NOTE: TO BE AMENDED WHEN PROCEDURE AGREED UPON!**

At the conclusion of each value study, the VA Team gives a brief presentation of its findings and recommendations. The VA Section sets the time and place for the presentation, and notifies Division management. The Project Manager and appropriate staff (ADOT and/or Consultant) are encouraged to attend, but this is not considered mandatory.

## **STUDY REVIEW**

The Project Manager will receive a report within seven business days following the study. The PM should then distribute the value study report and recommendations to the Project Team for review. A written response to the Value Analysis Section should be provided as soon as possible.

## **VALUE ANALYSIS COSTS**

The VA Section's goal is to keep an **approximate** accounting of significant program costs. At the end of the review period, the Project Manager should provide a reasonable estimate of costs No. 1, 2, and 3 to the Value Engineer. Any implementation costs (No. 5) will normally be estimated during the review, in order to facilitate decision-making.

The costs which we would like to identify are as follows:

1. **Consultant Preparation**, including Design Presentation.
2. **Consultant Participation**, in cases where the design consultant is a team member, or spends a significant amount of time with the team.
3. **Consultant Review**, as required and coordinated by the ADOT Project Manager. (Note: **ADOT** review costs are not tracked).
4. **Team Member Costs** - ADOT or V.E. consultant - are tracked by the VA Section..
5. **Cost to implement** accepted value recommendations - consultant projects only. These costs are normally “netted-out” against the cost-saving resulting from the recommendation.

## **IMPLEMENTATION**

In some cases, the implementation of approved recommendations takes place over a significant period of time. It is also possible that a change of conditions in the future may increase or decrease the acceptability and effect of a value analysis recommendation. In these cases, it is the VA Section’s responsibility to monitor the project. As in the preparation for the study, the ADOT Project Manager will be the sole contact for this process. It would be appreciated if the Project Manager would alert the VA Section to significant events which may affect the outcome of the study.

## **CONCLUSION**

This guide is an attempt to make value studies as “painless” as possible for busy Project Managers. Please let us know what we can add or change to improve it.